

**1. Provide high-quality services to our member libraries, staff and users.**

Responsiveness, quality of service, support, continuing education and technology leadership will be maintained through a staff of adequate size that is well-trained, equipped with current tools, facilities, learning opportunities and knowledge, and competitive compensation.

Actions	Timeframe for Activity	By Whom
<p>A. Provide Angular training to NOBLE staff to better understand the new Evergreen user interface software to enhance diagnostics and customization.  <i>In March 2021, Systems Manager Martha Driscoll, Systems Support Specialist Suzanne Paterno and Technical Support Analyst Michele Morgan signed up for an online Angular course offered by <a href="http://angular-university.io">angular-university.io</a>. The introductory training session in Angular programming illustrates basic concepts of Angular and the benefits of using this environment.</i></p>	<p>March 31, 2021</p>	<p>Overseen by Member Services Manager and Systems Manager</p>
<p>B. Provide training and support to NOBLE staff for GIT version control system used in Evergreen and other software projects to facilitate software improvements.  <i>Michele Morgan has gained experience using GIT version control in her work on the Evergreen release team and has become a resource for other staff.</i></p>	<p>June 30, 2021</p>	<p>Overseen by Member Services Manager and Systems Manager</p>
<p>C. Investigate, select and provide training to NOBLE staff on a new statistical software package.  <i>We consulted with CW MARS on their statistics dashboard, which uses Metabase, which they recommended, at our June meeting. We will examine Metabase further in FY22.</i></p>	<p>June 30, 2021</p>	<p>Overseen by Member Services Manager and Systems Manager</p>
<p>D. Investigate hosting an Evergreen community event or co-sponsoring a New England event.  <i>Due to the pandemic, no New England Evergreen events were planned.</i></p>	<p>June 30, 2021</p>	<p>Management Team</p>
<p>E. Meet with C/W MARS staff semiannually to discuss and exchange information on Evergreen.  <i>NOBLE staff met with CW/MARS staff on Wed. June 16, 2021 via Zoom to discuss ecards, the curbside module, the open status of member libraries, library fines, the work</i></p>	<p>June 30, 2021</p>	<p>Management Team</p>

<p><i>location of central site staff, cloud hosting, and Evergreen backup management.</i></p>		
<p>F. Participate in national, regional and local library conferences, and conferences and events related to services provided, utilized or under consideration by NOBLE.</p> <p><i>NOBLE staff attended the online Evergreen Conference May 24-27.</i></p> <p><i>Martha Driscoll and Ron Gagnon attended a pre-conference program "Anonymous in the Forest: Personally-Identifying Information in Evergreen."</i></p> <p><i>Michele Morgan presented a program "Grow Your Own Evergreen! Exploring, Hacking, and Testing On Your Very Own Test System."</i></p> <p><i>Elizabeth Thomsen moderated the Student Success Interest Group, participated in "Ask Not What Evergreen Can Do For You" and presented "Batches, Baskets, Buckets, Bookbags, and Carousels".</i></p>	<p>June 30, 2021</p>	<p>NOBLE Staff, under the direction of the Executive Director</p>
<p>G. Compare staff salary and benefits to those of other Mass. consortia to ensure competitive compensation that will retain quality staff while being fair to staff and member insitutions.</p> <p><i>In light of the delayed state budget and possibly precarious local funding, the salary discussion was tabled and no salary adjustments made.</i></p>	<p>September 30, 2020</p>	<p>Executive Director</p>

## 2. Sustain strong member relations and community among participating libraries.

Work with member libraries through committees, working groups, roundtables and discussion groups and virtual and in-person formats to achieve mutual goals and shared objectives. Advocate with vendors, user groups and the open source community to further NOBLE goals and explore business opportunities and models. Collaborate with the networks, the Mass. Library System, the Mass. Board of Library Commissioners, library associations, Digital Commonwealth, Digital Public Library of America, Internet Archive, news media and members to advance the future of libraries in our area. Work with the Membership and Executive Board to guide NOBLE's future directions and keep libraries informed of current and planned initiatives.

Actions	Timeframe for Activity	By Whom
<p>A. Conduct at least seven roundtable or update meetings to serve various constituencies in NOBLE libraries.</p> <p><i>Roundtable and similar discussion meetings:</i></p> <p><i>07/13/2020: Summer Reading Discussion</i></p> <p><i>07/22/2020: Academic Circulation Roundtable</i></p> <p><i>08/13/2020: Circulation Roundtable</i></p> <p><i>08/31/2020: Academic Circulation Roundtable</i></p> <p><i>10/20/2020: Public Library Circulation Roundtable</i></p> <p><i>10/29/2020: Academic Library Circulation Roundtable</i></p> <p><i>12/03/2020: OverDrive Roundtable</i></p> <p><i>12/09/2020: Local History Roundtable</i></p> <p><i>12/17/2020 ECCF Digital Divide Initiative</i></p> <p><i>01/13/2021: Take and Make Projects Roundtable</i></p> <p><i>01/21/2021: Academic Course Reserves Roundtable</i></p> <p><i>03/11/2021: World Languages Roundtable</i></p> <p><i>03/25/2021: Readers Advisory Roundtable</i></p> <p><i>Five Directors' Roundtables were conducted from April through June.</i></p> <p><i>Update meetings:</i></p> <p><i>12/16/2020 Academic Course Reserves Working/Preview Session</i></p> <p><i>01/06/2021 What's Coming in Release 3.6</i></p> <p><i>01/14/2021 What's Coming in Release 3.6</i></p> <p><i>02/18/2021 OverDrive Content Update Session</i></p> <p><i>02/24/2021 OverDrive Content Update Session</i></p> <p><i>05/13/2021 EBSCO Day for NOBLE</i></p> <p><i>08/10/2020 OverDrive Libby Training (Staff and Patrons)</i></p> <p><i>06/02/2021 OverDrive Libby Training (Staff and Patrons)</i></p>	<p>June 30, 2021</p>	<p>Member Services Manager</p>

<p>B. Conduct circulation and technical services update training sessions in person, online with recording. <i>During FY21, with libraries mostly closed and processes disrupted, most of the consulting and training in these areas was provided in individual sessions for new staff or to support weeding, inventory and data cleanup processes.</i></p> <p><i>Circulation and technical services update training sessions in person, online with recordings, will be a major focus in FY22.</i></p>	June 30, 2021	Member Services Manager
<p>C. Support and facilitate scheduling of discussion groups conducted by NOBLE librarians by publicizing, creating meeting registrations on the SIS calendar, creating an email list and participating in meetings. <i>The Member Services Manager participated in online meetings and managed email groups and meeting registration for the Social Media &amp; Marketing, YA Librarians and Inclusive Libraries Discussion Groups, plus the new Library Programming Discussion Group, added during the year. Twelve discussion group meetings were held in FY21.</i></p>	June 30, 2021	Member Services Manager
<p>D. Review, test and recommend hardware peripherals for optimal group purchase pricing. <i>PC specifications were upgraded to solid state drives for quicker response as the cost has come down, and updated with current models and technology. A recommendation was added for Bluetooth scanners.</i></p>	June 30, 2021	Systems Manager and Technical Staff
<p>E. Secure beneficial group purchase pricing on selected peripherals and publicize and coordinate orders. <i>A total of 201 Dell library computer purchases were made for member libraries, totaling \$82,591 in FY21, including 39 staff PCs, 24 public PCs and 56 laptops. The pricing is better than the state contract pricing, due to our projected volume, saving \$185 per unit on the Public PC model and \$179 per unit on the Staff PC model, an average 26% savings.</i></p>	June 30, 2021	Administrative Assistant, in consultation with Executive Director
<p>F. Collaborate with the Mass. Library System to offer NOBLE as a regular site for MLS training. <i>No MLS onsite training was conducted here due to the pandemic.</i></p>	June 30, 2021	Member Services Manager
<p>G. Revamp the NOBLE Staff Information System with improved indexing and display to facilitate usage. <i>Improved SIS indexing was postponed in light of likely move to remote hosting with more built-in functionality and support for tasks such as this.</i></p>	December 31, 2020	Member Services Manager

<p>H. Document planned and in-process development on Evergreen and NOBLE projects via a new tab on the Staff Information System.</p> <p><i>A <b>Known Issues</b> page was added to the Staff Client portal page, listing bugs and enhancement requests that came up with our upgrade to Release 3.6. This will be expanded to provide more comprehensive development information in FY22.</i></p>	<p>December 31, 2020</p>	<p>Member Services Manager</p>
<p>I. Develop a “Welcome to NOBLE” packet for new library staff members and promote and conduct welcome sessions at NOBLE as needed.</p> <p><i>Eight “Welcome to NOBLE” sessions were held, three in person and five via Zoom. The sessions welcomed two new directors, five key library staff members and one session welcomed/reintroduced 16 Melrose staff members.</i></p> <p><i>Development of the “Welcome to NOBLE” packet is delayed.</i></p>	<p>June 30, 2021</p>	<p>Executive Director in consultation with the Member Services Manager and Systems Manager</p>
<p>J. Offer two half-days of customized training/consulting to each member library to increase understanding and use of NOBLE services and systems.</p> <p><i>Although we made no library visits to provide onsite consultation and training, NOBLE staff set up 93 online Zoom sessions with individual libraries on topics including using the List Maker to set up online booklists and Carousels to make it easier for patrons to browse online and place holds for curbside pickup, customizing catalog headers, OverDrive Advantage selection and curation, Digital Heritage and Local History projects (often pandemic related) and WordPress. There were also multiple sessions with individual academic libraries setting up the new Course Reserves program. In all, 15 of 17 public library members and five of seven academic members took advantage of the individualized training/consulting.</i></p>	<p>June 30, 2021</p>	<p>Member Services Manager</p>
<p>K. Conduct a Tech Expo in the spring to highlight recent and forthcoming changes in NOBLE and general library technology, including presentations by NOBLE staff and library staff.</p> <p><i>Our Tech Expo moved virtual via Zoom. Six sessions were conducted, three with NOBLE library staff including “A Year Like No Other”, a panel discussion with three NOBLE library directors, a presentation on Swampscott PL’s podcasts and “Using Discord for Gaming” by Wakefield. NOBLE staff presented “Evergreen Updates”, “NOBLE Basics” and “Wireless in Your Library”.</i></p>	<p>June 15, 2021</p>	<p>Management Team</p>

<p>L. Work with appointed working groups to improve, document and streamline use of NOBLE services and promote cooperation among member libraries. <i>Two working groups were authorized for FY21 due to the pandemic, Electronic Resources and Database, and Resource Sharing working groups; Executive Board assumed the policy-required mantle of the Collection Management group for the year.</i></p>	<p>June 30, 2021</p>	<p>Management Team with appropriate staff specialists.</p>
<p>M. Work with EBSCO to assure beneficial pricing and information on existing and new services. <i>A list of over 50 available EBSCO discounted databases were offered to NOBLE libraries. Thirteen public libraries purchased a total of 60 additional databases and three academic libraries purchased a total of 41 additional databases.</i></p>	<p>June 30, 2021</p>	<p>Executive Director, Member Services Manager and Administrative Assistant</p>
<p>N. Conduct an annual review of basic knowledge and NOBLE policies for heads of technical services and circulation supervisors identified annually by library directors. <i>Sessions for the first Tech Services unit on bibliographic records began in June and continued through the summer. Additional Tech Services units and the equivalent Circulation sessions will take place in FY22.</i></p>	<p>April 30, 2021</p>	<p>Member Services Manager</p>

### 3. Enhance the library management system and related technology.

Maintain and improve core NOBLE services, including the library management system and related technology, electronic resources, Digital Heritage, web and social media services to assist our member libraries to serve their users. Investigate, test and highlight new technologies through demonstrations, meetings and trials. Information and input will be exchanged with staff through a variety of formats and channels.

Actions	Timeframe for Activity	By Whom
<p>A. Evaluate FOLIO and Koha in comparison to Evergreen for long-term sustainability, functionality, ease-of-use and ease-of-support.</p> <p><i>A full morning's update with key EBSCO FOLIO leaders was conducted for NOBLE's management team on July 9<sup>th</sup>. It was determined that FOLIO has promise but does not have enough use among multi-type consortia and public libraries.</i></p>	December 31, 2020	Management Team
<p>B. Streamline access to EBSCO databases and resources to raise public awareness of resources provided and to facilitate and grow usage.</p> <p><i>During FY21 we conducted two training sessions on using Searching for Diversity in NoveList, aimed at all adult, teen and children's services librarians, and added a simple EBSCO search box to the main page of the NOBLE website. We also began loading records into the catalog for EBSCO's LearningExpress workforce development product.</i></p>	June 30, 2021	Member Services Manager
<p>C. Load major new Evergreen releases in January and June. Three major Evergreen releases were loaded in FY21 to make the new Course Materials functionality available as soon as possible:</p> <p><i>loaded 3.4.3 on Aug 9, 2020</i>  <i>loaded 3.5.1 on Oct 25, 2020</i>  <i>loaded 3.6.1 on Jan 10, 2021</i></p>	June 30, 2021	Systems Manager, in consultation with NOBLE Evergreen staff
<p>D. Schedule meetings with NOBLE academic members and public members to gather input for Evergreen development resulting in a listing of NOBLE library needs and priorities.</p> <p><i>The meetings were deferred until spring, 2022, due to the pandemic, feeling that in-person discussions and demonstrations would be more fruitful.</i></p> <p><i>We did conduct two Course Materials sessions with our academic members, who had earlier designated this development a priority, an introduction session on December 16 and a Course Materials Roundtable on January 21<sup>st</sup> which provided input on needed development in that module.</i></p>	March 31, 2021	Management Team

<p><i>In June we forwarded a list of needed improvements for a price quote to Catalyte, who did the original programming under contract with two Oregon community college libraries.</i></p>		
<p>E. Participate in Evergreen community software development and improvement efforts including bug-squashing events, filing and updating bug reports, testing submitted fixes and submitting software patches and enhancements.</p> <p><i>July 15, 2020 Michele Morgan volunteered to be on, and was accepted to, the 3.6 release team</i></p> <p><i>Aug 17-21, 2020 Feedback Fest NOBLE participants included: Michele Morgan, 3 feedback, 1 signoffs Christine Morgan, 2 feedback, 1 signoff</i></p> <p><i>Sep 21-25, 2020 Bug Squashing NOBLE participants included: Michele Morgan, 1 new bug, 6 feedback Christine Morgan, 1 new bug, 4 feedback, 1 signoff Beth Willis, 3 feedback</i></p> <p><i>Feb 8-12, 2021 Feedback Fest NOBLE participants included: Martha Driscoll, 1 new bug, 1 feedback, 1 signoff Michele Morgan, 2 new bug, 6 feedback, 1 signoff Christine Morgan, 6 feedback Elizabeth Thomsen, 10 feedback Beth Willis, 1 new bug, 4 feedback</i></p> <p><i>Mar 15-19, 2021 Bug Squashing Week NOBLE participants included: Martha Driscoll, 1 new patch Michele Morgan, 2 new bugs, 3 new patches, 5 feedback, 2 signoff Christine Morgan, 1 new bug, 17 feedback Beth Willis, 3 feedback, 2 signoff</i></p>	<p>June 30, 2021</p>	<p>NOBLE Evergreen Team</p>
<p>F. Begin planning for library router replacement in FY2022 by gathering information on options and budgetary pricing, including maintenance pricing.</p> <p><i>NOBLE's Systems Manager and Executive Director met with representatives of New Era, our current telecomm vendor, virtually on February 17 and Apogee, a vendor used by another Mass. network, in person on April 12 to discuss replacement equipment options. Pricing for replacement equipment was received from New Era and used for a June grant application with the Essex County Community Foundation to upgrade routers and switches in Lynn, Peabody and Salem main libraries. Fortinet equipment would replace the current Cisco equipment at a lower initial cost and comparable maintenance costs for greater bandwidth capacity.</i></p>	<p>June 30, 2021</p>	<p>Systems Manager and Executive Director</p>



#### 4. Enhance access to management data.

Improve access to management statistics through automated reports, an improved custom reports interface and automated ongoing accessibility of current data. Advocate for improved data reporting from partner vendors and privacy of user data.

Actions	Timeframe for Activity	By Whom
<p>A. Add detailed EBSCO library usage data to the Statistics Dashboard. <i>Basic annual data has been added; more work needs to be done for monthly data.</i></p>	January 31, 2021	Systems Manager and staff
<p>B. Add detailed OverDriveAdvantage Plus library usage to the Statistics Dashboard. <i>Completed.</i></p>	April 30, 2021	Member Services Manager, Systems Manager and staff
<p>C. Implement SIP2 over SSL to provide encryption to improve security and privacy of intersystem connections. <i>Stunnel, a proxy that adds TLS encryption functionality, was installed on <a href="http://sip.noblenet.org">sip.noblenet.org</a> in March 2021 to provide a secure tunnel for the insecure SIP2 protocol. This was successfully tested with MeeScan self-check that was purchased by the Peabody Library. Stunnel listens on TLS encrypted port 6443 on the sip server for incoming connections and then forwards them to port 6001, the insecure SIP2 port. The forwarding happens on the sip2 server with no patron traffic travelling over the Internet unencrypted. To be fully effective, each vendor that uses the sip server for authentication needs to change their application to use the secure port. The list of vendors to coordinate with includes Assabet, Bibliotheca, Capira, CreativeBug, Freegal, Hoopla, Kanopy, Library Insight, Lynda, Overdrive, Plymouth Rocket, RBDigital, Salodilo, and TechLogic. Libraries using Envisionare software can also change their management consoles to use the secure connection but this can be done by PC Support staff without coordinating with the vendor.</i></p>	October 31, 2020	Systems Manager
<p>D. Complete anonymization of Evergreen patron usage data. <i>Historical circulation data was anonymized in March 2021 for the period May 2012 - February 2020. A discussion of retaining unique user circulation statistics led to the development of a database trigger that records the circulation date and user in the patron activity table. This table has only been used for electronic transactions such as authentication and logging into the catalog. The trigger was tested on the training system. Further testing on the training system will be done to truncate the very large user activity table which</i></p>	February 28, 2021	Systems Manager and staff

<p><i>exceeds 25 million rows prior to enabling the trigger on the production system.</i></p>		
<p>E. Investigate providing access to local statistics uploaded by member libraries for inclusion in the Statistics Dashboard. <i>Delayed pending remotely hosted website.</i></p>	<p>March 30, 2021</p>	<p>Member Services Manager and Systems Manager</p>

## 5. Provide strong fiscal stewardship.

Being mindful of the declining demographics faced by our academic members and aware of the fiscal constraints experienced by our municipalities, NOBLE will seek to contain costs and seek additional funding beyond our membership or from within our membership via a la carte options. Advocate to retain and increase federal and state funding and partake of grant opportunities that may be available. Have information available for any potential members and support existing members in reaching out to their colleague libraries. Work with vendors for creative pricing options and group pricing.

Actions	Timeframe for Activity	By Whom
<p>A. Develop an information packet for potential new members to expand membership. <i>In light of the pandemic and library closures, the new member packet was not prioritized.</i></p>	<p>March 31, 2021</p>	<p>Executive Director</p>
<p>B. Participate and encourage participation in the Mass. Library Association’s Library Legislative Day to improve and maintain state funding for the Mass. Board of Library Commissioners’ budget, and support and encourage related efforts. <i>Email was sent to directors about the importance of participating in the MLA’s Virtual Legislative Day on April 8<sup>th</sup>, as well as promoting it as part of my Executive Director’s report at the March Members Meeting. I participated in Virtual Legislative Day and also had a Zoom meeting with my new Danvers state representative in which I explained library funding. She took her support for library funding directly to the chair of House Ways and Means. My message to directors also strongly encouraged them to contact their state rep. and senator to support library funding.</i></p>	<p>April 30, 2021</p>	<p>Executive Director</p>
<p>C. Support and facilitate a Social Media and Marketing interest group to aid member libraries in increasing their profile, usage and funding. <i>The Social Media and Marketing group met online in FY21, and also arranged a special online training session on using Canva, provided by a member of the group. They also have a Google group for communicating and sharing resources. NOBLE provides a shared folder of all our social media postings created in LibraryAware, which libraries can post to their own social media accounts.</i></p>	<p>June 30, 2021</p>	<p>Member Services Manager</p>
<p>D. Seek out grant opportunities to improve shared collections or infrastructure.</p>	<p>June 30, 2021</p>	<p>Executive Director</p>

<p><i>Beginning in March, I was in contact with the Essex County Community Foundation about their Digital Divide funding program to increase Internet access in gateway cities in the county, which includes Lynn, Peabody and Salem. Through the spring we discussed and determined a project fundable under their available programs and an application was filed in June to upgrade the telecommunications equipment and Comcast connectivity in those three main libraries.</i></p>		
<p>E. Work with the Evergreen community to expand the number of libraries using Evergreen to increase the support and development pool to improve the software through ongoing outreach efforts such as press releases, social media and other community efforts.</p> <p><i>The Executive Director continues to serve on the Evergreen Outreach Committee to expand the knowledge and opportunities of Evergreen in the library community. My duties include issuing press releases as appropriate to announce software enhancements and events.</i></p> <p><i>Seven NOBLE staff members are active in the Evergreen community, submitting and testing patches and new software. In particular, Michele Morgan has been co-release manager for recent semi-annual Evergreen software releases and Elizabeth Thomsen helps represent NOBLE libraries on the Evergreen Community Development Initiative, which steers and fund significant Evergreen development along with other major consortia.</i></p>	<p>June 30, 2021</p>	<p>Executive Director and Member Services Manager</p>
<p>F. Participate in state and national digital library projects, including the Digital Commonwealth and the Digital Public Library of America to promote the interests and collections of NOBLE libraries.</p> <p><i>Elizabeth Thomsen and Beth Willis both attended the annual conference of the Digital Commonwealth in April.</i></p> <p><i>NOBLE collections continue to be harvested for both the Digital Commonwealth and the Digital Public Library of America through NOBLE's Digital Heritage collection.</i></p>	<p>June 30, 2021</p>	<p>Management Team</p>

## 6. Improve accessibility and inclusivity in NOBLE services and assist libraries in improving accessibility and inclusivity.

Seek to assure that NOBLE services are accessible to all. Facilitate discussions, cooperative ventures and information and resource sharing. Work with the Evergreen community and vendor partners.

Actions	Timeframe for Activity	By Whom
<p>A. Seek funding to institute, grow and share world language resources in NOBLE libraries. <i>A new collection of Portuguese ebooks and audiobooks was added to OverDrive, and our collection of Spanish ebooks and audiobooks was more than doubled, using FY21 LEA funds received from the Massachusetts Board of Library Commissioners. The collections include ebooks and audiobooks, fiction and nonfiction, for adults, teens and children.</i></p>	June 30, 2021	Executive Director
<p>B. Evaluate the accessibility of the NOBLE catalog with a focus on the developing Evergreen Angular catalog and advocate for accessibility improvements as needed. <i>As we prepare to implement the Bootstrap version of the public catalog, as well as the Angular version of the catalog in the staff client, we are using the WAVE tool to test for accessibility issues to document, report and suggest improvements. Most of this work will take place in FY22.</i></p>	March 30, 2021	Member Services Manager
<p>C. Create <i>Skip Navigation</i> link for screen readers in catalog, staff catalog, the NOBLE public website and the Staff Information System. <i>We added a Skip Navigation link to the NOBLE website, and will add this to the NOBLE Staff Information System and look at options for the catalog as we prepare to move to the Bootstrap version in FY22.</i></p>	April 30, 2021	Member Services Manager and Systems Manager
<p>D. Advocate with OverDrive to improve multi-lingual access in OverDrive, including linkage between item and interface language. <i>OverDrive has made some improvements in this area in the Libby app, including providing a link in the language collection sections to make it easy for patrons to set a language limiter in their account.</i></p>	June 30, 2021	Member Services Manager
<p>E. Work with Inclusive Libraries group to facilitate sharing of materials in world languages among libraries. <i>The Inclusive Libraries group did not move forward with floating collections of physical books in other languages during this fiscal year. NOBLE added a new collection of Portuguese ebooks and audiobooks to OverDrive and more than doubled the size of our</i></p>	June 30, 2021	Member Services Manager

<i>collection of Spanish ebooks and audiobooks using FY21 LEA funds received from the Massachusetts Board of Library Commissioners.</i>		